

BOYNE RESORTS

EXPERIENCE THE LIFESTYLE

Boyne Highlands Resort
Michigan

Boyne Mountain Resort
Michigan

Crystal Mountain
Washington

Cypress Mountain
British Columbia

The Summit at Snoqualmie
Washington

The Inn at Bay Harbor - A Renaissance Golf Resort
Michigan

Big Sky Resort
Montana

Big Horn
Utah

Sugarloaf
Maine

Sunday River Resort
Maine

Gatlinburg Sky Lift
Tennessee

Loon Mountain
New Hampshire

February 4, 2014

H2B and J1 Visa Program Overview

Boyne Resorts Michigan operations employs approximately 1700 seasonal, full and part-time workers during the winter and summer seasons. Of those 1700 employees, a mere 75 will be J1 or H2B visa holders. Our Northern Michigan area is remote and dominated by tourism. The nearest community of substantial size is over an hour's travel away, which is not feasible for most U.S. workers to travel. We currently employ H2B visa holders as ski instructors in our winter season and J1 visa holders as kitchen helpers and housekeepers in the summer season. These visa holders have proven to be an integral part of our seasonal staff. They not only provide our guests with the highest level of service, but also bring cultural diversity to our team. For over a decade H2B workers were utilized for all three of the above positions, however due to increased financial burden placed on companies, the J1 visa holders have replaced H2B in housekeeping and kitchen positions.

We put forth all available resources to recruit at local, college and university job fairs, hold onsite job fairs at each resort and advertise in many major newspapers, job boards at colleges and universities, post all positions on MI talent bank and utilize other online resources. While we are able to fill most of our available positions, three areas where we fail to meet the demand are in the areas of housekeeping, kitchen, and ski instruction. The ability for our company to utilize and hire temporary workers is imperative to our business. Our ski instruction programs were founded on and continue to be based on Austrian ski techniques and Austrian instructors can only truly teach these techniques. In 2013, we spent approximately \$5,000 in employment advertising for our open positions. All wages paid for these positions are at or above the prevailing wage for the position.

We begin the filing process for our H2B visa holders in June. In 2013 for the twelve H2B visa holders we file for we spent approximately \$20,000 in administrative and legal fees, \$1,700 to USCIS and \$16,000 in transportation costs. Additionally we have paid over 30,000 in UI taxes for J1 and H2B workers who are unable to ever claim benefits.

It is always our intent to hire locally, however due to our remote area we continue to experience a lack of employees willing to do the essential lower-skilled jobs and able to do the highly skilled job of ski instruction needed to run our operations.

Sincerely,



Stephen Kircher
President

Boyne Eastern Operations - Boyne Resorts